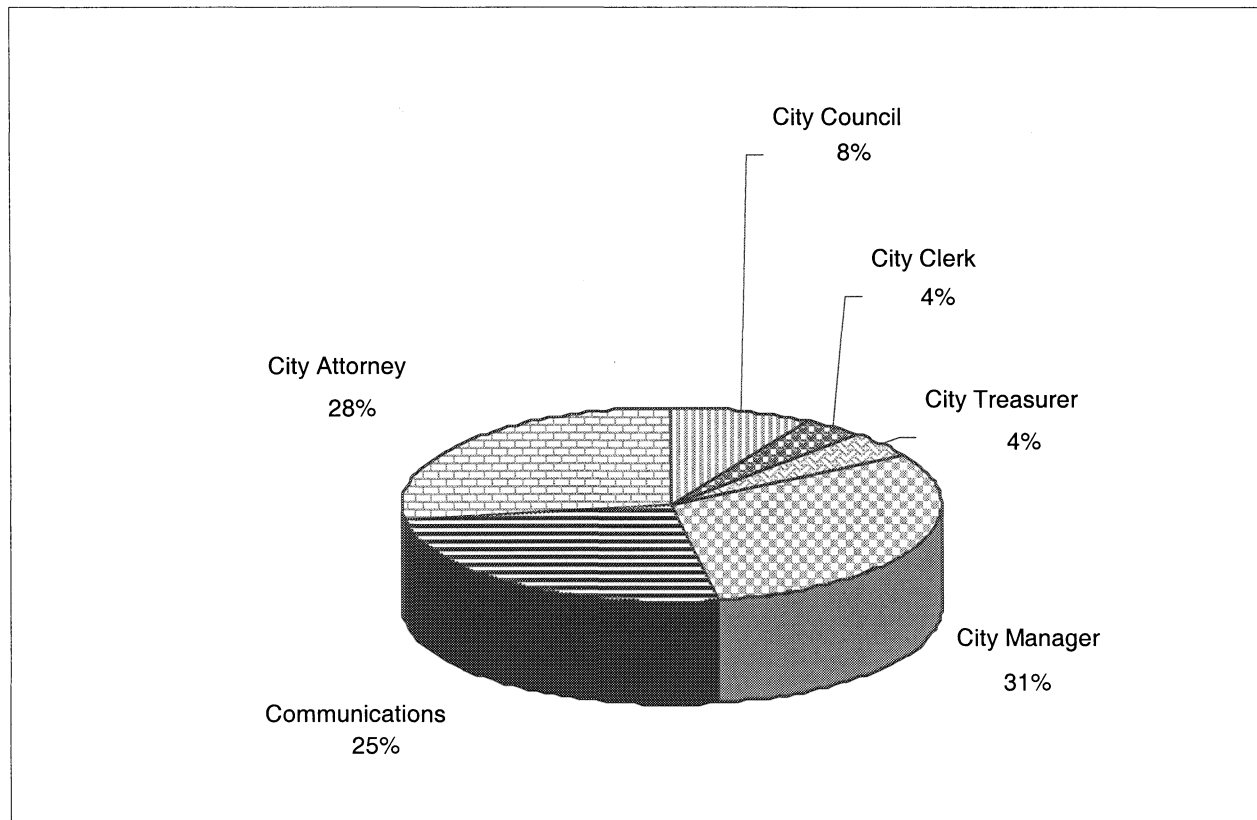


Policy and Leadership Group

PROGRAM: POLICY AND LEADERSHIP GROUP
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	2,193,946	2,422,056	2,672,512	2,792,734
MAINTENANCE & OPERATIONS	1,168,784	1,120,131	1,389,764	1,526,620
CAPITAL OUTLAY	19,280	9,187	0	134,422
GRAND TOTAL	3,382,010	3,551,374	4,062,276	4,453,776
FULL TIME POSITIONS	17.50	17.50	17.50	18.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00



PROGRAM: CITY COUNCIL
FUND: GENERAL
PROGRAM GROUP: CITY COUNCIL

ACCT NO. 0010110

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	208,928	248,581	278,591	280,230
MAINTENANCE & OPERATIONS	77,425	70,392	82,270	87,160
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	286,353	318,973	360,861	367,390
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

As the legislative body of the City, the City Council establishes the policies and regulatory ordinances under which the City operates. The City Council has defined goals and objectives to guide the allocation of City resources to meet the needs of the community through the policy development process.

PROGRAM ACTIVITIES:

Meeting Attendance

- Prepare for and attend City Council meetings, as well as various regional committee and community meetings. Respond to the needs and requests of the residents of Carlsbad through personal contact and correspondence.

KEY GOALS FOR 2006-2007:

Top-Quality Services

- A city that provides exceptional services on a daily basis.

Transportation/Circulation

- Provide and support a safe and efficient transportation system that moves people, services, and goods throughout Carlsbad.

Balanced Community Development

- A city that connects community, place, and spirit, through balanced and economically sustainable land uses.

Parks/Open Space/Trails

- Acquire, develop, and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.

Water

- Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

Environmental Management

- Be an environmentally sensitive community by focusing on: conservation, storm water, sewage collection and treatment, solid waste, and cost-effective and efficient use of energy, including alternative energy sources.

Financial Health

- Pursue and implement proactive strategies that support sustainable economic health and manage fiscal resources effectively.

Communication

- Ensure that community members, Council, and staff are well informed, continuing to be a more responsive government, and a high level of citizen confidence in its government.

PROGRAM: CITY COUNCIL
FUND: GENERAL
PROGRAM GROUP: CITY COUNCIL

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ACCT NO. 0010110

KEY GOALS FOR 2006-07 (continued):

Learning, Culture & Arts

- Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.

Citizen Connection

- A city that embraces community connectivity through the effective use of technological and interpersonal mediums.

SIGNIFICANT CHANGES:

In addition to the continuation of Council's Strategic Goals, the City Council also developed and prioritized their top work efforts to focus the organization's resources.

PROGRAM: CITY CLERK
FUND: GENERAL
PROGRAM GROUP: CITY CLERK

ACCT NO. 0010210

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	13,671	13,692	15,218	13,879
MAINTENANCE & OPERATIONS	252,474	114,609	106,852	239,300
CAPITAL OUTLAY	2,909	1,503	0	0
GRAND TOTAL	269,054	129,805	122,070	253,179
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The City Clerk is the City's Elections Official, Legislative Administrator, and Records Manager. As **Elections Official**, the City Clerk administers State and local procedures through which local government representatives are selected. The Clerk assists candidates in meeting their legal responsibilities before, during, and after an election.

As a **Legislative Administrator**, the City Clerk assists in the decision-making process of the local legislature. The Clerk prepares the legislative agenda, verifies that legal notices have been posted and published, and completes necessary arrangements so that the City Council may conduct an effective meeting.

As **Records Manager**, the City Clerk oversees the preservation and protection of the public record. By statute, the Clerk is required to maintain and index the Minutes, Ordinances, and Resolutions adopted by the legislative body. The Clerk also ensures that records are readily available for the public.

The City Clerk is an elected position.

KEY ACHIEVEMENTS FOR 2005-06:

Continued Customer Service Efforts:

- Post weekly agenda items and public notices on website for enhanced public access.
- Provide agendas, minutes, resolutions, and ordinances to the public via the Internet DocPub system to allow citizen access to historic information instantaneously.
- Respond to Clerk Internet mailbox inquiries immediately throughout the day.
- Provide enhanced recording of City Council Meetings by using digitized equipment for use by staff and citizens.
- Continuation of Passport Acceptance services.
- Completion of redesign of City Clerk web page to improve ease of use for customers.
- Update Municipal Code relating to Council procedures, to incorporate current practice and technological improvements.
- Revision of Agenda Bill Manual to incorporate changes and reflect current practices.
- Implementation of improvements to Public Hearing procedures to streamline process and provide cost savings.
- Provision of training to staff responsible for public hearings and agenda bills.

KEY GOALS FOR 2006-07:

- Continued compliance with mandates of Federal, State, and Local laws.
- Continued provision of Passport acceptance Service.
- Provision of services for General Municipal Election in November, 2006.
- Analysis of benefits of Statements of Economic Interest filing automation.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CASH MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: CITY TREASURER

ACCT NO. 0010310

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	81,252	92,598	102,028	99,531
MAINTENANCE & OPERATIONS	82,466	66,840	71,085	83,969
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	163,718	159,439	173,113	183,500
FULL TIME POSITIONS	0.75	0.75	0.75	0.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

The Office of the City Treasurer has the mission of providing professional cash management for the City of Carlsbad and all of its agencies including, among others, the Carlsbad Municipal Water District and the Carlsbad Redevelopment Agency.

PROGRAM ACTIVITIES:

Cash Management

- Develop projections of cash receipts and cash expenditures from various City and external sources.
- Maintain records of cash receipts and cash disbursements into the Treasury.
- Retrieve daily on-line bank statements and return check listing, verify receipt of anticipated deposits, ensure that all checks paid by the bank were valid City checks.
- Transfer cash daily into or out of the general checking account to ensure that appropriate balances are maintained for the anticipated activity of the next day.
- Execute all electronic wires of funds, ensuring that all are signed by authorized personnel and are supported by proper documentation.
- Develop contracts for cost-effective banking, both retail and custody services.
- Arrange for lines of credit and short-term loans as needed.
- Develop, maintain, and ensure compliance with all Treasury internal controls.

Investment Management

- Develop and maintain the City's Investment Policy and present annually, or as necessary, to the City Council for approval. Incorporate in the Investment Policy any changes in the City's financial requirements that affect investments. Ensure compliance with the California Government Code.
- Develop and maintain a pool of investments for the City and its agencies.
- Research daily the financial markets and the financial forecasts.
- Determine daily the type of investments that should be made, considering the current cash position and financial markets. Determine the dollar amount of the investment and the desired maturity date.
- Solicit telephone bids from approved financial institutions/brokers for available investments.
- Evaluate investment alternatives and effect investment purchases. Prepare trade authorizations and arrange for payment, delivery, and safekeeping of all purchases. Verify receipt and correctness of investments made.
- Maintain record for all investments and investment income.
- Reconcile the custodian's monthly report of investments held with Treasury records.
- Arrange for collateral contracts as required.

PROGRAM ACTIVITIES (continued):

Reporting and Oversight

- Develop and present to the City Council monthly reports of investment activities.
- In a timely manner, disclose to the City Council any information that could potentially threaten the safety and liquidity of the investment pool.
- Develop and present to the City Council annual reports summarizing and analyzing the financial markets and the portfolio performance for the past fiscal year. Compare the past fiscal year with the four preceding fiscal years to provide perspective.
- Develop investment data for the City's Comprehensive Annual Financial Report.
- Develop investment data for the City's annual financial audit conducted by an independent auditor.
- Develop agenda, convene, conduct, and record proceedings of the Investment Review Committee each quarter, or more frequently as needed.

WORKLOAD STATISTICS:

	<u>FY2002</u>	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>	(Est.) <u>FY2006</u>
• Portfolio Balance (millions of \$)	389	431	472	512	540
• Number of Investments in Portfolio	1,455	1,298	1,244	1,447	1,501
• Investment Activity					
-Transactions	280	286	230	224	206
-Average Buy (millions)	\$3.00	\$3.51	\$3.68	\$3.73	\$3.73
• Number of Checks Cleared	14,648	14,925	14,762	15,180	15,105

KEY GOALS FOR 2006-07:

Financial Health

- Anticipate and meet the changing investment needs of the City in order to optimize investment returns, consistent with maintaining safety of principal, and ensuring sufficient liquidity.

Learning, Culture & Arts

- Offer speaking engagements on City cash management and investments.
- Further develop the Treasury page of the City's web site, informing the community of the mission of the Office of the Treasury, the City's Investment Policy, and investment activities. Use the web site as a forum to receive and respond to community comments and questions.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

ACCT NO. 0011010

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	854,016	804,996	948,553	989,531
MAINTENANCE & OPERATIONS	275,587	325,008	384,765	348,420
CAPITAL OUTLAY	83	4,001	0	0
GRAND TOTAL	1,129,686	1,134,006	1,333,318	1,337,951
FULL TIME POSITIONS	6.00	6.00	6.00	6.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The City Manager's Office houses the general administrative function of the City. The department's budget includes the costs for the City Manager, the Assistant City Manager (who also serves as the head of the Community Services Major Service Area), and the related support staff. The City Manager is generally responsible for the achievement of the organization's goals that support the City Council's strategic goals.

PROGRAM ACTIVITIES:

Financial

- Promote sound financial practices and a balanced revenue expenditure basis.

Administration

- Provide timely and reasonable responses to citizens and customers.

Policy Development

- Assist the City Council in policy development.

PERFORMANCE MEASURES:

The City Manager's Office is generally measured by the overall success of the organization in accomplishing the organizational goals of the City.

KEY GOALS FOR 2006-2007:

Top-Quality Services

- A city that provides exceptional services on a daily basis.

Transportation/Circulation

- Provide and support a safe and efficient transportation system that moves people, services, and goods throughout Carlsbad.

Balanced Community Development

- A city that connects community, place, and spirit, through balanced and economically sustainable land uses.

Parks/Open Space/Trails

- Acquire, develop, and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.

Water

- Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

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ACCT NO. 0011010

KEY GOALS FOR 2006-07 (continued):

Environmental Management

- An environmentally sensitive community by focusing on: conservation, storm water, sewage collection and treatment, solid waste, and cost-effective and efficient use of energy, including alternative energy sources.

Financial Health

- Pursue and implement proactive strategies that support sustainable economic health and manage fiscal resources effectively.

Communication

- Ensure that community members; Council, and staff are well informed, continuing to be a more responsive government, and a high level of citizen confidence in its government.

Learning, Culture & Arts

- Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.

Citizen Connection & Partnership

- A city that embraces community connectivity through the effective use of technological and interpersonal mediums.

SIGNIFICANT CHANGES:

Consultant services funding has been transferred from the City Manager's organization to the Administrative Services organization to align work efficiencies.

PROGRAM: COMMUNICATION
FUND: GENERAL
PROGRAM GROUP: COMMUNICATION

ACCT NO. 0011012

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	234,602	306,765	324,826	337,741
MAINTENANCE & OPERATIONS	344,420	404,704	612,205	635,561
CAPITAL OUTLAY	16,288	3,149	0	134,422
GRAND TOTAL	595,310	714,619	937,031	1,107,724
FULL TIME POSITIONS	2.75	2.75	2.75	3.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The Communications Program is responsible for helping coordinate the dissemination of information regarding various City programs; as well as, a Video Production Manager that produces 4 video magazines, including the State of the City Address. In addition to a Communications Manager, this program includes a Community Volunteer Coordinator that empowers citizens to connect with volunteer opportunities.

PROGRAM ACTIVITIES:

Customer Service

- Provide the citizens and customers of Carlsbad with more comprehensive information regarding policies, services and opportunities available throughout the City.

KEY GOALS FOR 2006-07:

Top-Quality Services

- Provide the citizens and customers with information regarding City programs and opportunities.
- Continuously update citizens and customers on the progress of City programs and policies.
- Provide training to staff on communications issues.

Communication

- Create a comprehensive strategy to citywide communications. Assist in implementing the City Council's Communication Strategic Goal.

SIGNIFICANT CHANGES:

The City Council has approved a Program Option "Televising Planning Commission Meetings". The additional funding of \$5,800 will allow the city to purchase and install the hardware server to host live public meetings on local cable channels and on City Websites.

In addition, the City Council has approved \$150,000 funding for the Program Option "Increased Community Outreach & Communications" to increase effectiveness and capacity to provide more opportunities to share information with the community on issues that are important to the residents. As a part of this Program Option, funding for 1 full time permanent employee was approved and additional funding for temporary help.

PROGRAM: CITY ATTORNEY
FUND: GENERAL
PROGRAM GROUP: CITY ATTORNEY

ACCT NO. 0011210

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	801,477	955,423	1,003,296	1,071,822
MAINTENANCE & OPERATIONS	136,412	138,576	132,587	132,210
CAPITAL OUTLAY	0	533	0	0
GRAND TOTAL	937,889	1,094,532	1,135,883	1,204,032
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Provide legal advice, assistance, and guidance in accomplishing and implementing the City Council's goals to be:

- A City that connects community, place and spirit, through balanced and economically sustainable lands uses.
- A City that embraces community connectivity through the effective use of technological and interpersonal mediums.
- An environmentally sensitive community by focusing on conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.
- A City that provides exceptional services on a daily basis.

And to:

- Ensure that community members; council and staff are well informed, continuing to be a more responsive government and a high level of citizen confidence in its government.
- Pursue and implement proactive strategies that support sustainable economic health and manage fiscal resources effectively.
- Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.
- Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.
- Provide and support a safe and efficient transportation system that moves people, services and goods throughout Carlsbad.
- Ensure in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

PROGRAM ACTIVITIES:

The City Attorney's Office provides legal advice and representation to the City Council, Housing and Redevelopment Commission, Carlsbad Municipal Water District, City Clerk, City Treasurer, City Manager, Boards and Commissions, and other City offices in order to provide services to the public as required or permitted by law. The City Attorney is also responsible for assisting in the interpretation, administration, and enforcement of laws and regulations, and City programs.

This office drafts and reviews all resolutions, ordinances, contracts, bonds, and other legal documents.

KEY GOALS FOR 2006-07:

To provide quality and timely legal advice to all elected and appointed City officials and all major service areas, assisting them in making sound legal decisions to carry out the goals of the City Council.

SIGNIFICANT CHANGES:

The City Attorney is now General Counsel to the Carlsbad Tourism Business Improvement District.